



APPENDIX Q

RECRUITMENT AND RETENTION BY GENERATION

Recruitment Strategies for the Generations

For the first time in history, there are four generations (Mature, Boomer, X, and Y) in the workplace at the same time. These generations have very different values making recruitment and retention difficult. The differences in the four generations perspectives can be summarized into three general areas—time, technology, and loyalty. Matures and Boomers invest in “future time” while Gen X and Y invest in “real time” (now). Matures and Boomers request and require technology-based solutions, however, they do not fully understand technology and feel somewhat threatened by it. Gen X and Y understand technology. They enter the workforce with superior technology skills and they are not afraid to use them. The Mature and Boomer generation hold very few jobs for long periods of time and consider company loyalty the norm. Gen X and Y are more transient and are loyal to individuals rather than a company. They do not mind jumping from job to job and tend to stay only when they are receiving benefits important to them. The following charts outline information necessary to understand for successful recruitment and retention of all generations.

Generation Mature (Birth Year prior to 1946)				
Of Interest: Matures make up approximately 5% of the current workforce. This generation breaks out into two different generations – The Veterans 1901 – 1924 and The Silent 1925 – 1945. When you think of this generation think duty and sacrifice. This generation is the smallest in numbers and is also the wealthiest generation. They understand the big picture.				
Formative Events	Personal Values	Key Characteristics	Recruitment and Retention Strategies	Areas to Avoid
<p>Great Depression Pearl Harbor WW II - Military Hiroshima</p>	<p>Strong work ethic Work builds character, work is good for you Doing a good job is most important Job title and status (I am what I do) Future time Work now play later Save for retirement Commitment and dedication (pay your dues) Loyalty to company and career (work hard and climb the ladder to success) Stability - Stay with one or two companies entire working career Respect (chain of command) Relationships (particularly with younger generation) Service How can I be helpful Customer is always right Millennial and Gen X teach them about technology</p>	<p>Very social Exceptional interpersonal skills Accumulated wisdom Understand the big picture, understand the system Knowledge of what “good service” is all about Team oriented Set in their ways Rapidly learning technology – but uncomfortable and threatened by it</p>	<p>Emphasis on the chain of command Mentoring programs Matching Matures with younger employees Mentor younger employees on service levels. Younger employees can mentor them on technology Team approach Team leaders Offer to teach them new technologies Partner with younger employees (millennial) for information trade</p>	<p>Do not isolate from peers Do not draw attention to their age (good or bad) Offer a structured technology training plan. Don't think they will learn technology by “playing with it for a while”</p>

Generation Boomer (Birth Year 1946 - 1964)				
Of Interest: This is considered the “Me” generation. Boomers make up approximately 45% of the current workforce and currently hold most of the higher level jobs. Workers from this generation want to make their mark, leave their legacy, and are very competitive. They are dedicated to working hard and working long hours. They have been coined the “workaholic” generation.				
Formative Events	Key Values	Key Characteristics	Recruitment and Retention Strategies	Areas to Avoid
<p>Civil Rights Movement</p> <p>Kennedy’s and Martin Luther King assassinations</p> <p>Vietnam War</p> <p>Roe vs. Wade</p> <p>Woodstock</p>	<p>Strong work ethic</p> <p>Labeled “Workaholic”</p> <p>I will make a difference</p> <p>I will take things to next level</p> <p>Job Title – I am what I do and I worked hard to get here</p> <p>Future time</p> <p>Work now and play later (starting to re-think this idea)</p> <p>Commitment and dedication (shown as long hours and sacrifice)</p> <p>Loyalty to company and career. (climb the ladder to success)</p> <p>Competition</p> <p>Stability requires being the best</p> <p>Status</p> <p>Want to make a difference</p> <p>Want to leave a mark/legacy</p>	<p>Competitive nature</p> <p>Leaders in the workplace today</p> <p>Business knowledge</p> <p>Understanding of big picture</p> <p>In primary earning years</p> <p>Beginning to realize retirement costs</p> <p>Threatened by technology</p> <p>Feel incompetent regarding technology</p> <p>Interested in finding products and services that will regain control of their time</p>	<p>How is this department better than others</p> <p>Emphasis on leadership positions, leadership roles, leadership behavior</p> <p>Focus on their role in department and how it pertains to the history of organization</p> <p>What they create now will remain as legacy to be remembered by</p> <p>Focus on retirement and investing options</p> <p>Emphasis on the chain of command</p>	<p>Do not under emphasize their previous years work experience</p> <p>Do not focus/draw attention to “trial” employment period</p> <p>Do not have them report to someone much younger than them</p>

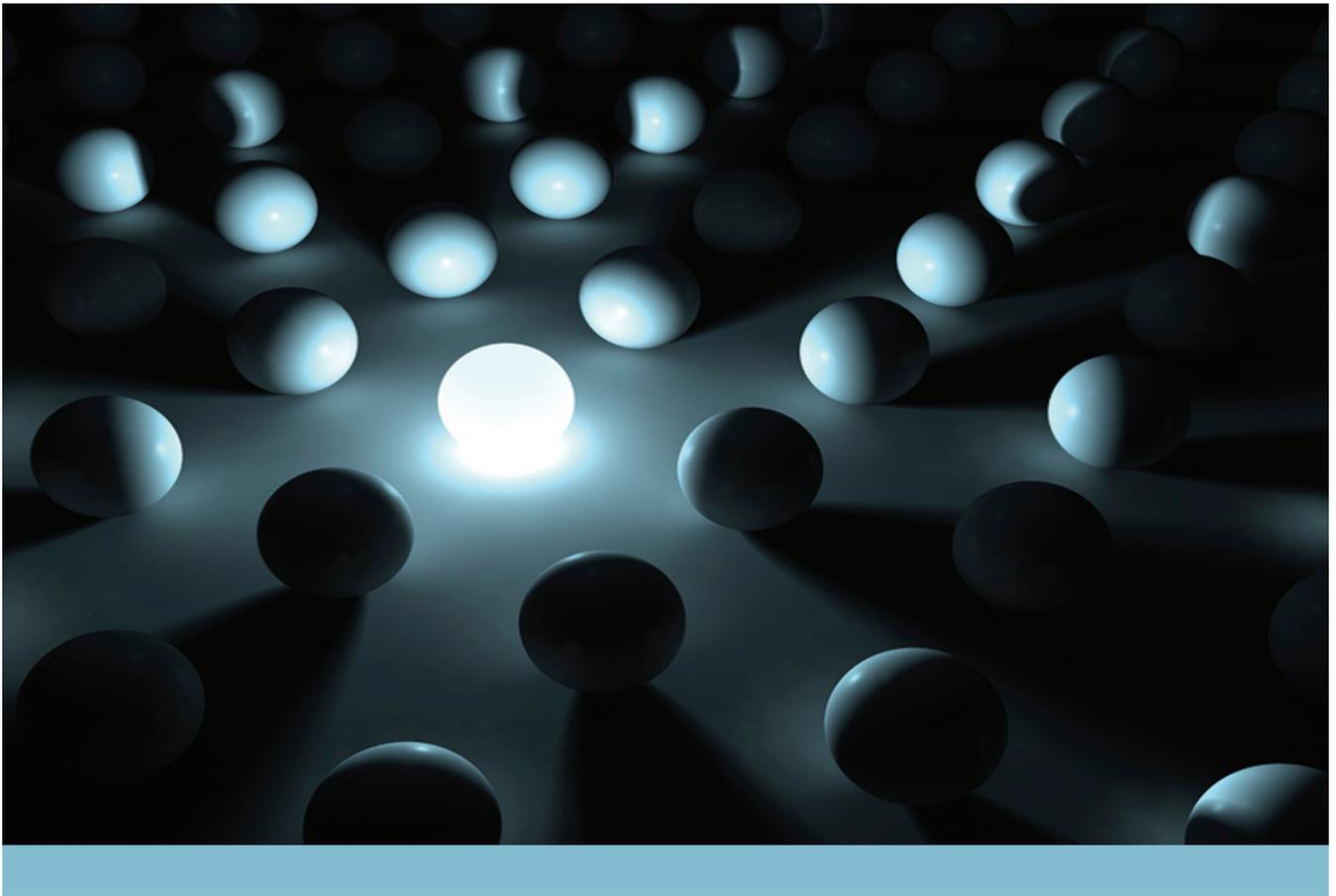
Generation X (Birth Year 1965 - 1979)

Of Interest: This generation has been labeled skeptical and reluctant – the “what is in it for me” generation. This generation works so they can play. They have little trust in corporations or large organizations. Independent and focused, this generation defines success outside the workforce. Generation X makes up approximately 40% of the workforce today.

Formative Events	Key Values	Key Characteristics	Retention Strategies	Areas to Avoid
<p>Watergate Divorce – Split Families Challenger Explosion PC – Technology Boom MTV Jonestown Gulf War</p>	<p>Technology makes my life easier. Allows me to work from anywhere and get my job done Fun and play - Work is necessary to do what I want - definition of self comes from outside workplace Self Fulfillment - What will it take to get ME where I want to be Present time - What is good now Do not believe in paying dues Money and Time - Each has the same weight and will be considered - want control of both Skeptical regarding others - government is corrupt and does not work, corporations have failed, no one tells the truth Trust and Honesty - Honest communication from everyone Job Options What can they do to get more out of life - job sharing, shorter hours, more vacation</p>	<p>Least social of the generations, History of not being team player, single minded. Instant gratification. Want what they want - when they want Not interested in tradition Look for the more efficient way to get things done Not interested in the conventional trappings known to Boomers and Mature generation, not interested in climbing corporate ladder and long hours Skeptical, lack trust - Question authority, question motives and truthfulness Loyal to single person rather than corporation Understand and utilize technology to complete assignments faster Work so they can play Quickly moving into upper management positions but lacking big picture view Job insecurity is the norm They won't think very hard about leaving for another position somewhere else</p>	<p>Keep an offer for mentorship even if they decline Allow menu of retirement options, benefits, or option to opt out and take cash instead Provide flexible time schedules based on completion criteria and the loss of flexible time schedules for failure to complete criteria Emphasize the autonomy of the job. Have clearly defined roles for these employees If you can't give them \$ give them more time off, stress the “extras” Emphasize that success is based on productivity not some company code Point out training, learning opportunities, employee benefits, job experience Gather input from the employee, they want individual attention, listen first - then tell Willingness to listen goes a long way towards loyalty</p>	<p>Do not tell this generation something that you cannot back up. If you have an “open door policy” you need to make sure you have the time to listen Don't give them the impression that they or their role are/is insignificant Don't focus on work to the exclusion of everything else Make sure you include what is important to the employee Learn about/take interest in their families, pets, and life Do not force employee to “fit in”. If you cannot get an employee to accept and adapt to their role move them to another or they will walk Be a leader not a friend Don't socialize and gossip, these folks are looking for role models</p>

Generation Y or Millennial (Birth Year 1979 - 1988)

<p>Of Interest: Considered the “coddled” generation - this generation has strong connection with the mature generation and has lived at home longer than any other generation. They have grown up with technology and think of it as second nature. Generation Y make up approximately 10% of today’s workforce.</p>				
Formative Events	Key Values	Key Characteristics	Retention Strategies	Areas to Avoid
<p>Oklahoma City Bombing Single parent homes Internet “dot com” boom and bust Mainstream Technology “Real Time” Protective and sheltered lives Unsuspected “rouge” threats/attacks by individuals at any time</p>	<p>Support (considered the coddled generation) Freedom, Fun and Play Work is necessary to do what I want. Definition of self comes from outside workplace Self-reliance What will it take to get ME where I want to be Present time - what is good now, do not believe in paying dues Control regarding time, \$, and outcomes pertaining to themselves Teamwork and Community Have a strong sense of working together for common goal Open communications with boss and peers, looking for instruction and leadership from bosses Learning new things Options – (job sharing, shorter hours, more vacation)</p>	<p>Very social, want constant communication, find comfort being with peers, history of group projects Rely on peer review and peer references Clear, direct, and open discussions with peers and leadership Loyal to people rather than companies Technology is second nature - understand and utilize technology to the fullest extent, eager to learn new technology Find it difficult to focus on anything “non-stimulating” for any length of time Set high goals for themselves Job insecurity is the norm, move on if not happy</p>	<p>Introduce them to the people they will be working with - allow them to get to know their boss before beginning work Put special focus on people in their peer group that they will work with Let them know what specific pieces of the project/workload they will be responsible for Focus on newer technologies they will work on, focus on the learning opportunities, career opportunities Provide flexible time schedules based on completion criteria and the loss of flexible time schedules for failure to complete criteria Have clearly defined roles for these employees Gather input from the employee, they want individual attention A willingness to listen goes a long way towards loyalty Listen first – then tell</p>	<p>Do not tell this generation something that you cannot back up. If you have an “open door policy” you need to make sure you have the time to listen Don’t give them the impression that they or their role are/is insignificant Don’t focus on work to the exclusion of everything else Make sure you include what is important to the employee – learn about their families, pets, and life Do not force employee to “fit in”. If you cannot get an employee to accept and adapt to their role move them to another or they will walk Be a leader not a friend – don’t socialize and gossip these folks are looking for role models</p>



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